

Investigation of Managerial Burnout in the Van Accommodation Sector**Zekeriya NAS, Halil İbrahim KARATEKİN**

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Abstract

Hospitality related professions are among the most stressful professions that require the most physical, mental, and psychological work. Severe stress can lead to emotional exhaustion, which is a major factor in industry turnover and operating costs. The main purpose of the article is to present the results of a comprehensive study investigating the burnout of accommodation managers in Van. Descriptive and inferential statistics were used to analyze the data to find indicators of burnout among executive accommodation workers and isolated factors affecting the phenomenon. Based on three search results, the relationship between Occupational Burnout, Personal Achievement, and Depersonalization is statistically significant. The three variables have a strong and positive relationship with each other. This strong and positive relationship shows that it greatly affects Managerial Burnout in the Van Accommodation Sector. In the accommodation sector in Van, individuals typically aged between 20 and 30, well-educated, and preferably holding a degree in hotel management, tend to experience higher levels of burnout when they have less than five years of experience in the hospitality industry. Organizations can implement various interventions to reduce the effects of burnout, including flexible work arrangements, continuous training opportunities, open communication channels, manageable workloads, recognition and reward systems, health programs, encouragement of social support, promotion of work-life balance, employee involvement, and regular assessments. These measures are suggested to have the potential to enhance employee well-being and reduce the risk of burnout, with a more effective outcome when implemented in combination.

Keywords: Van; Accommodation Industry; Causes and Effects of Burnout; Accommodation Managers; Preventive measures.

According to Bradley (1969) coined the term "burnout," which Freudenberger (1974) later used to describe the emotional and physical tiredness brought on by one's job. Freudenberger's burnout studies were mostly concerned with those who work in fields like nursing and teaching and oversee caring for others during the course of the workday. Subsequent studies have discovered a connection between burnout and higher mental demands (Garden, 1989). According to Cordes and Dougherty, those who are burnt out display the following traits:

- Wear & tear, fatigue, failure,
- Diminished originality,
- Reduced dedication to one's work,
- Distaste for clients, coworkers, the workplace, and the agency,
- A syndrome characterized by unsuitable attitudes toward oneself and clients,

frequently coupled with upsetting mental and physical symptoms.

Stress, according to Lazarus and Folkman (1984), arises when people believe that their capabilities are not up to par with the demands placed on them by their surroundings. Furthermore, Cartwright and Cooper (1997) identified six major stresses associated with the workplace:

- Elements unique to the position.
- Positions inside the company.
- Interactions with coworkers, supervisors, and subordinates at work.
- Issues with career advancement.
- Organizational elements, such as the political and cultural context, the organization's climate, and structure, and so forth.
- Work-home interface

It specifically relates to role ambiguity, which occurs when an individual lacks the necessary expertise to carry out. Role overload, where a person must perform several roles, and

role conflict, which reflects contradictory demands on the individual, arise when a person's expectations and values diverge. In addition to negatively affecting a person's physical and mental health, the uncertainty that comes with organizational jobs can bring psychological discomfort.

Problem Detection

The modern tourist and lodging industries face numerous obstacles in their efforts to thrive in the labor market due to the quickly evolving and fiercely competitive nature of their workplaces. For these companies to have a competitive edge in the workplace, they must always be seeking methods to enhance their offerings. These difficulties have added to the workloads and responsibilities that managers must do to become more competitive in the travel and lodging industry and adapt to the changing nature of the workplace. The tourism industry's work environment generates a range of expectations and pressures that can lead to stress. It is typified by low pay, demanding work schedules, erratic employment owing to seasonality, minimal breaks, extensive client interaction, and quick change. Political and economic conditions also have an impact on it. Additionally, there is a higher prevalence of job burnout in the tourism industry due to exhaustion, an unfavorable work environment, employment uncertainty, and excessive work hours.

Purpose of the research

This research aims to assess the burnout situation in the accommodation sector. Firstly, an in-depth analysis will be conducted through literature review and consultation with industry experts to determine the presence of burnout in the sector. Subsequently, a survey will be conducted on different businesses and managerial profiles within the sector to identify levels of burnout.

The study's goal is to look into management burnout in the hospitality sector in various Van hospitality settings. As far as we know, the Van Hotel Management Sector has not yet seen the completion of a study of this kind. This study aims to bridge this knowledge gap and demonstrate if Van reflects the findings of earlier studies.

This research aims to contribute significantly to stakeholders in the sector by understanding the burnout situation, identifying managerial profiles, and proposing effective intervention strategies.

Research Questions

The investigative article's foundational study, which was a part of a larger investigation into human resources concerns like motivation, emotional labor, job happiness, and potential reasons for hospitality workers to leave or remain in the field:

1. What is the current level of burnout in the accommodation sector in Van?
2. What is the impact of burnout on the Van Accommodation sector?
3. What is the highest-risk managerial profile for burnout?
4. What are the causes of burnout in the accommodation sector in Van?

Significance of Research

The significance of this research endeavor can function as a roadmap for analyzing management burnout in the van accommodation industry. It's critical to recognize that burnout is a complex phenomenon. While the collection and analysis of quantitative data provided valuable insights, semi-structured interviews and focus groups were utilized in qualitative research to investigate the origins and effects of the phenomena. A comparable follow-up study was carried out to ascertain the extent of attrition in comparison to the results reported here, and it was enhanced with trustworthy qualitative components. In order to understand the issues facing managers in the Van accommodation industry, it was crucial to find out whether burnout is more or less common in the city and whether the impact varies depending on factors like gender, age, income, and educational attainment.

Finally, recommendations will be provided for interventions that organizations can implement to reduce the effects of burnout. These suggestions will be developed to offer strategic approaches for enhancing employee well-being and minimizing burnout in businesses.

Literature Review

The Concept of Burnout and the Origins of Burnout

What Is Tiredness? "To fail, wear out, or become exhausted by making excessive demands on energy, strength, or resources" is how the dictionary defines the verb "burnout." And this is precisely what occurs when an employee of a different agency runs out of energy and is essentially unable to perform for whatever reason (Freudenberger, H. J., 1974). According to Schutte et al. (2000), job burnout is characterized as a disorder in which an employee

is overextended by the demands of their work to the point where they feel physically and mentally weary. According to Possig and Kickul (2003), on page 3, burnout is described as "the psychological process caused by unrelieved work stress." The typical sensation of stress is not the same as burnout (Sulsky and Smith, 2005). Burnout experience is typified by negative thinking, rigidity, skepticism, a know-it-all mentality, absenteeism, psychological problems, and physical ailments (Densten, 2001). The body's generic reaction to any demand is stress. When an employee experiences stress, it's a mental or emotional state brought on by unfavorable circumstances. Additionally, his definition differs from those of similar notions such as stress, pressure, conflict, tension, despair, and discontent (Densten, 2001). Emotionally charged interactions with service clients frequently lead to burnout (Van Dierendonck et al., 2001). Job burnout, according to Garland (2002) and Kokkinos (2007), is a stressor that workers experience at work but are ill-equipped to handle. Burnout and cynicism are thought to be the most important components of burnout for employees. Job burnout is a syndrome consisting of feelings of emotional exhaustion, cynicism, and lack of professional success. It is one of the main effects of stressful work conditions, especially intense job demands. (Shirom, 2005; Lewig et al., 2007; Maslach et al., 2001). Numerous studies have indicated that burnout is closely associated with low self-esteem, health issues, fatigue, depression, sleep issues, low life satisfaction, a decreased ability to tolerate disappointment, the intention to leave work early, a decrease in job performance, and a decrease in tolerance for life's setbacks. (Poghosyan et al., 2010; Hakanen and Schaufeli, 2012; Adriaenssens et al., 2015; Maslach et al., 2001). According to Schaufeli and Buunk (2004), there are four general symptoms of burnout that are thought to be the primary indicators of burnout: distress manifested as emotional, cognitive, physical, and behavioral symptoms; a sense of diminished effectiveness; a decrease in motivation; and dysfunctional attitudes and behaviors (Schaufeli and Buunk, 2004). Globally, employees are experiencing burnout as a stress response (Bakker et al., 2003). It lowers important emotional, mental, and physical energies (Halbesleben and Bowler, 2007). Work Due to its potential to cause unfavorable outcomes like low organizational commitment, job unhappiness, and subpar performance, burnout is expensive for both individuals and organizations (Schaufeli and Bakker, 2004; Hakanen et al., 2006; Ybema et al., 2006). Both psychological and physical health can be harmed by burnout. When workers experience burnout, they become detached from their jobs and clients, which causes them to become less concerned about their work and more indifferent to it (Babakus et al., 2009). Cherniss's (1980) burnout hypothesis, in contrast to Freudenberger's (1974) approach, focuses on the shift in attitude and behavior brought on by an arduous, stressful, and unsatisfying work experience. Cherniss described burnout, like Freudenberger, as a process wherein a worker's "attitudes and behaviors change negatively in response to job stress" (p. 5). In addition, Cherniss listed behavioral and physical signs of burnout, including recurrent colds, insomnia, low self-esteem, substance abuse, and arguments within the family (Cherniss, 1980). Burnout was first categorized by Maslach and Jackson (1981) based on the psychological (individual) viewpoint of those who work in the human services sector (interacting/dealing with people). Thus, three aspects of burnout—emotional weariness, turnover, and decreased employee success—that arise from close interaction with individuals in a nurturing setting have been operationalized (Maslach and Jackson, 1981). Empirical data contradicts the common misconception that demoralization happens quickly; instead, burnout develops gradually as a result of repeated exposure to various work-related stressors (Burke, 1989; Leiter et al., 1988).

- A conceptual model proposed by Maslach and Leiter (2008) views burnout as a reaction syndrome caused by:
 - Emotional exhaustion (the sensation of being overly worn out and emotionally and physically exhausted from one's work).
 - Dismissal, which is defined as being unfavorable, callous, or unduly preoccupied with other facets of the work.
 - A decline in worker productivity or achievement (relating to low self-esteem and feelings of failure at work).

Antecedents and Consequences of Burnout

Numerous research conducted throughout the years have identified factors that contribute to burnout (Ghorpade et al., 2007). Over the past 30 years, several studies have examined the detrimental effects of burnout; yet, the topic of why some people in an organization perform well while others experience fatigue, anxiety, and a diminished sense of success as an employee still needs to be answered. According to organizational scholars, there are personal and workplace factors that contribute to job burnout (Beehr, 1998; Savicki and Cooley, 1983).

Researchers have found a number of characteristics that precede burnout. Among them is pessimism about organizations. Organizational cynicism was characterized as "individuals' negative attitudes towards the organization they work for" by Dean, Brandes, and Dharwadkar (1998, p. 345). Cynicism causes alienation, a decline in job satisfaction, and a loss in organizational commitment. Workers that are cynical think they don't receive fair treatment at work (Karacaoğlu and İnce, 2012). Burnout is also linked to role ambiguity and role conflict (Salahian et al., 2012). When people's expectations for their roles and approaches to accomplishing their responsibilities are unclear, role ambiguity arises (Tang and Chang, 2010).

Four job qualities, according to Maslach (1982), are innate and may eventually lead to burnout. They are as follows: inclination to concentrate on issues; Absence of positive feedback refers to the degree of emotional strain and the belief that the people they deal with are not changing or growing. The majority of researchers have discovered that a mix of external or environmental factors can lead to burnout, which has a number of detrimental effects for organizations (Freudenberger and Richelson, 1980). According to other researchers, people who are unable to adjust to stress experience the worst effects of burnout (Justice et al., 1981). The literature also demonstrates that employees who are burnt out frequently have multiple unmet needs, particularly higher order demands. (Pines and Aronson, 1988; Fredudenbeger, 1977). Similar to this, job burnout is linked to a number of detrimental effects on both individuals and the organization. For example, it can cause low job performance, low organizational commitment, job dissatisfaction, and a decline in the quality of services provided by staff (Salahian et al., 2012). Lastly, a variety of employee self-reported distress indicators, such as physical tiredness, insomnia, depression, turnover, and counterproductive job behaviors, have been linked to burnout (Maslach and Jackson, 1981; Cherniss, 1992).

Burnout in Tourism Enterprises

These days, nations with suitable potential for tourism as a sector benefit economically from it. With such potential, several nations are vying for market share in the global tourist industry in an effort to boost their economies, create jobs, and expand their economies (Bahar and Kozak, 2005). The tourism industry's work environment generates a range of expectations and pressures that can lead to stress. In addition to being impacted by political and economic circumstances, it is characterized by poor pay, severe job expectations, irregular work owing to seasonality, few breaks, extensive client interaction, and quick change (Akgundu et al., 2015; Lamm et al., 2005). In addition, job burnout has become more common in the tourism sector due to factors like exhaustion, a bad working environment, employment instability, and long work hours. Burnout is a growing issue, particularly in the travel industry where staff members frequently play numerous jobs, lack clear job descriptions, work excessive hours, deal with dysfunctional customers, have low staffing levels, have delayed airport transfers, and have less prospects for advancement. (Van Yperen et al., 1992; Kim et al., 2009; Yusoff, 2013; Musyoka et al., 2012; Mohamed, 2015).

Burnout is defined as:

- (1) Emotional tiredness;
- (2) Depersonalization; and
- (3) Lack of personal achievement. It is the depletion of human resources as a result of a

negative assessment of the work environment.

Numerous studies demonstrate that a favorable perspective of the workplace (low tension) is linked to professional commitment and work engagement, whereas a negative perception (high tension) is linked to a condition of exhaustion known as "burnout" (Ahola et al. 2009). 'The absence of motivation or incentive, especially when one's dedication to a cause or relationship fails to achieve the intended results' is how Freudenberger (1974) characterized burnout at the beginning of the 20th century. Christina Maslach characterised burnout shortly afterward as a psychological state brought on by extended emotional or psychological stress at work (Maslach and Jackson, 1981a,b; Maslach et al., 2001). According to Maslach, burnout is an internal emotional reaction (illness) brought on by outside forces that leads to the depletion of social and/or personal resources: Burnout is a sign of a gap between people's actual selves and their supposed selves. 'This is a disease that develops slowly and gradually over time, driving people into a spiral from which it is difficult to recover' (Maslach and Leiter, 1997), it stands for the erosion of values, dignity, spirit, and will, that is, the erosion of the human soul. Maslach's definition of burnout has three dimensions. "Emotional exhaustion" is the initial burnout syndrome dimension. When workers' emotional resources are exhausted, they believe they are unable to

provide high-quality work. They feel completely exhausted both physically and emotionally, and they have an extraordinary lack of vitality (Maslach and Jackson, 1981a,b). According to Maslach and Jackson (1981a,b), the second feature, depersonalization, is the emergence of negative attitudes such as cynicism and negativity in both thought and conduct, where coworkers and service receivers are approached with disparaging preconceptions and treated accordingly. The "lack of personal achievement" problem is the third. This state is characterized by a lack of emotions related to one's own and one's work efficacy as well as goal achievement. (McDonald-Fletcher, 2008; Maslach and Jackson, 1981a,b). The literature generally agrees that the primary or essential component of burnout is emotional weariness (Gaines and Jermier, 1983; Sonnentag et al., 2010). There are numerous repercussions from burnout. Research has indicated a connection between burnout and musculoskeletal disorders, depression, obesity, insomnia, alcohol consumption, and drug use, in addition to lower quality of care (in the healthcare sector) (Poghosyan et al., 2010a; Sorour and El-Maksoud, 2012; Iacovides et al., 1999; Moustaka and Constantinidis, 2010). According to Wu et al. (2011), burnout also lowers an employee's quality of life by increasing hostility and conflict in relationships. Lastly, because of higher absenteeism, higher turnover rates, and higher health care expenditures, burnout can also result in significant financial loss (Borritz et al., 2006). Burnout is a symptom of cynicism and emotional tiredness that frequently affects persons who deal with others in some capacity. The heightened sense of emotional tiredness is a key feature of burnout syndrome. Employees believe they can no longer give themselves psychologically as their emotional reserves run low. The emergence of pessimistic, cynical thoughts and feelings about one's clientele is another problem. These two parts of burnout seem connected in some way, as the sensation of emotional tiredness may be connected to such unfavorable reactions to customers. Staff may believe that clients are in some way deserving of their suffering as a result of this callous or even cruel assessment of others (Ryan, 1971), and the frequency of this unfavorable attitude toward clients among human services professionals has been extensively studied (Wills, 1978). An additional facet of burnout syndrome is the inclination to adversely assess oneself, particularly concerning one's interactions with clients. Workers are not content with their accomplishment at work or with themselves. The Maslach Burnout Inventory (MBI) contains items that are intended to gauge conjectural elements of the burnout condition. The attitudes and feelings that define a burned-out worker were revealed through the interview and survey data gathered during our previous exploratory research. Additionally, a number of established scales were examined for helpful content material, even though no things were actually borrowed. The items are written as declarations of the author's attitudes or sentiments. In the items, the term "recipient" was used to refer to specific people to whom the subject rendered care, services, or treatment. The Difficulty Scale (Lazarus and Cohen, 1977) is followed in that each sentence is scored on two dimensions: intensity and frequency. Each point on the frequency scale has a label, and it goes from 1 (meaning "a few times a year or less") to 6 (meaning "every day"). If the respondent checks a different box to indicate that they have never experienced the feeling or attitude stated, a value of zero is assigned. On the intensity scale, 1 represents "very slight, barely noticeable" and 7 represents "large, very strong." The frequency scale was not completed (and so assigned a value of zero) if the participant chose "never." Reducing working hours and increasing support and assistance for managers is more cost-effective for the company than the turnover, absenteeism, decreased productivity, and health insurance claims brought on by manager burnout (Krone et al., 1989). Tabacchi et al. (1990) looked at how friends, coworkers, and higher ups might help food and beverage service managers avoid burnout. Studies on the subject have revealed that managers' burnout is influenced by the quantity and caliber of assistance they receive from others. Specifically, they hypothesized that managers who had less management support were more emotionally worn out and depersonalized. They came to the conclusion that "addressing burnout may not require more money as much as it requires more attention, care, and support," noting the significance of support networks, particularly for aspiring managers (Tabacchi et al., 1990). After investigating the connection between burnout and organizational environment in the hospitality sector, Vallen (1993) came to the conclusion that "management styles play an important role in job satisfaction" (Vallen, 1993). He maintained that as there is a strong link between burnout and turnover and organizational characteristics, professionals in the hospitality industry who want to lower these problems should reevaluate the state of their workplace. It is believed that people suffer from significant degrees of emotional weariness and depersonalization as a result of the direct and indirect effects of specific management styles in a negative and autocritical environment that is evidently characteristic of most lodging facilities in Van. As was already established, the majority of study on burnout has been done in "caregiving" professions like education and nursing.

More specifically, teachers start to question their own abilities (Hargreaves and Tucker, 1991). Recognizing one's stress is the same as admitting one is incapable of managing. Others who have noticed that organizational employee help programs are, at best, misused by individuals out of fear of injury have further adopted the concept of "victim blaming" (Cole & Walker, 1989; Gates, 2000). It helps to stigmatize, or worse, maintain the belief that work behaviors connected to stress are the fault of the individual rather than the company. A growing body of research on burnout has expanded to other industries, including the hospitality and service sectors (Krone et al., 1989; Lang, 1991; Reynolds and Tabacchi, 1993; Tabacchi et al., 1990; Vallen, 1993), Leiter and Maslach (1988). These studies show that burnout lowers organizational commitment. Consequently, as the number of jobs in the service sector rises, burnout will probably become a more prevalent symptom at work (Mann, 1997). In an effort to pinpoint the main causes of burnout among food and beverage managers, Krone et al. (1989) looked into the issue. The authors came to the following conclusions using the Maslach Burnout Inventory (MTE): different degrees of burnout are caused by working hours, real working conditions, job categorization, ethnicity, and occupational risks like role overload, role ambiguity, and role conflict. knowledgeable by managers.

Methodology

Research Strategy

128 people who presently work as executives in the Van hospitality sector were included in our survey. We created a quantitative survey and sent it to every email address. The Maslach Burnout Inventory was included in the study. We used both descriptive and inferential statistics to evaluate the data that was gathered using the Statistical Package for Social Sciences (SPSS). Furthermore, by examining the gathered demographic data, a profile of the person most likely to exhibit intense burnout symptoms and feelings is created.

Number of Participants

128 people working in management roles in the hospitality industry in Van received surveys via email. One hundred and twenty-six were finished and sent back to the investigators. There were just 116 valid surveys left after two of them were found to be missing and were thus not included in the study. Considering the low response rates found in the majority of studies on hospitality, the total response rate was considered satisfactory.

Data Collection Instruments

The test procedure was used to determine the survey tool's reliability prior to application. The level of burnout within Van's existing workforce of hospitality managers was assessed using the Maslach Burnout Inventory (MBI). The most popular instrument for measuring burnout is the MBI, which has a high degree of validity and, in contrast to other tools, evaluates burnout in the job rather than in the everyday activities and personal life of participants (Vallen, 1993).

The Maslach Burnout Inventory (MBI), which consists of 22 questions, assesses three aspects of burnout: emotional exhaustion, which refers to feeling "exhausted" by emotions and social interaction; Stress at work can lead to depersonalization, which makes a person feel disengaged from their work and treats others more like objects to be taken care of than like human beings. This can lead to feelings of inadequacy and uncertainty about one's capacity for success in life.

On a scale of 0 (never) to 5 (every day), participants in the Maslach Burnout Inventory (MBI) were asked to rate how often they felt a certain statement related to them. High degrees of burnout are indicated by depersonalization and emotional tiredness along with low levels of personal accomplishment (Maslach, 2003).

Data Analysis Process

Businesses operating in Van and its districts were chosen for the survey, including full-service restaurants, quick food chains, independent hotels, and hotels with five, four, or three stars. Managers and business owners in these establishments were thought to be the target demographic. The respondents received no assistance before to, during, or after the survey's implementation, and no action was taken.

Response Rate

Out of the 126 respondents, 98.44% participated in our poll. Two individuals, whose response rate was 1.56%, did not respond to our message. There are 31 female respondents and 95 male respondents. The rate is 34.72% and the age range is 20–30.

Reliability

While Lee and Ashforth (1990) validated test-retest reliability of the MBI, Cordes and Dougherty (1993) and Meier (1984) noted empirically the reliability of burnout and further revealed that burnout is closely connected to depression and work satisfaction. Maslach (1982) states that emotional exhaustion and depersonalization component scores that are in the upper third of the normative distribution and personal accomplishment scores that are in the lower third indicate excessive burnout. It's also critical to remember that the degree of item interdependence within each subcategory was ascertained through the application of reliability analysis, or Cronbach's Alpha Coefficient, for the three burnout components.

Table 1
Descriptive Statistics and Alpha Coefficients of MBI

Item	Mean	Std. Dev.	Variance	Kurtosis	Skewness	α
Job Burnout	3,098	9,56	,038	-,983	-,119	,874
Personal Success	3,603	6,19	,193	,902	-,990	,712
Depersonalization	2,537	5,84	,005	-,666	,433	,831

Reliability tests were conducted on every item on the MBI subscales measuring emotional weariness, depersonalization, and personal accomplishment. Reliability analysis was specifically performed to ascertain how closely related the survey items were to one another. Among the three burnout subscales, Cronbach's Alpha, an internal consistency reliability model based on average inter-item correlation, shows the highest level of reliability. In particular, Table 1 displays the Cronbach's Alpha coefficients for depersonalization (0.831), emotional tiredness (0.874), and personal accomplishment (0.712).

Table 2
Distribution of Participants According to Demographic Characteristics

Demographic Characteristics	Frequency	Valid Percent
Gender		
Female	31	24,6
Male	95	75,4
Age		
20-30	45	35,7
31-40	38	30,2
41-50	28	22,2
50 +	15	11,9
Educational Status		
Primary education	9	7,1
High school	39	31,0
Associate's degree	46	36,5
Licence	25	19,8
Master's Degree / PhD	7	5,6
Hospitality Industry Experience		
Less than 5 years	49	38,9
5-10	28	22,2
11-20	43	34,1
More than 20 Years	6	4,8
Current employer		
4 Star Hotel	2	1,6
3 Star Hotel	18	14,3
Apart Hotel	41	32,5
Restaurant (Full Service)	13	10,3
Fast Food Business	14	11,1
Other	38	30,2
Executive Level		
Entry level–Controller	34	27,0
intermediate level	54	42,9
High level	38	30,2
Income rate		
Less than ₺10,000	67	53,2
₺10,000 - ₺15,000	22	17,5
₺15,001 - ₺20,000	9	7,1
More than ₺25,001	28	22,2

Table 2 displays the participants' demographic profile with respect to seven variables: gender, age, years of hospitality experience, employer at the moment, managerial rank, and income level. It is noteworthy that a large number of senior managers and female managers participated, even though the percentage of female managers is lower in Van. We think that the characteristics of the van accommodation industry are reflected in the profile of the sample that was gathered. Additionally, Table 1 reveals that the participants' distribution is as follows: 7.1% have only completed their primary education, 31.0% have completed their high school education, 36.5% have earned an associate's degree, and 31.0% have completed their bachelor's degree. Only 5.6% and 19.8%, respectively, say they hold a master's or doctoral degree. Regarding work experience, 38.9% of survey participants had worked in the hospitality sector for fewer than five years. 22.2% of them also have five to ten years of experience. 34.1% have worked in the hospitality business for 11 to 20 years. Furthermore, 4.8% of survey respondents reported having worked in the hospitality sector for more than 20 years. Furthermore, 1.6% of the respondents indicated that their current workplace was a 4-star hotel in table (1). Furthermore, 14.3% of the participants work for a three-star hotel; the largest response came from 32.5%, followed by full-service restaurants (10.3%), fast food (11.1%), and other present employers (30.2%). Furthermore, table (1) shows that of the participants, 27.0% answered the Entry level - Controller, 42.9% answered the middle level manager, and 30.2% answered the senior management profile. The majority of interviewees (53.2%) indicated that their income was less than ₺10,000. Of those who answered, 17.5% fell into the ₺10,000–15,000 income range. It also includes 7.1% on income over \$25,000 and 7.1% on income between \$15,000 and \$20,000.

Table 3
Average MBI Total Score

	Mean	Std. Dev.	Minimum	Maximum	Level
Job Burnout <i>High (score ≥ 30)</i> <i>Moderate (score 18-29)</i> <i>Low (score ≤ 17)</i>	27,88	9,56	2,762	3,270	Moderate degree
Depersonalization <i>High (score ≥ 12)</i> <i>Moderate (score 6-11)</i> <i>Low (score ≤ 5)</i>	28,82	6,19	2,889	4,135	High degree
Personal Success <i>High (score ≥ 40)</i> <i>Moderate (score 34-39)</i> <i>Low (score ≤ 33)</i>	12,68	5,84	2,421	2,595	Low Degree

Accommodation sector managers exhibit high degrees of occupational burnout, moderate levels of depersonalization, and a poor mean sense of personal success, according to the theoretical mean total MBI scores shown in Table 3. Specifically, the average occupational burnout level, as reported by MBI, is 27.88, higher than the score of 27, indicating a significant degree of emotional weariness. The average participant's personal accomplishment score is 28.82, which is in the middle of the high scores, while their depersonalization score is 12.68, which is near the low limit.

Table 4
Descriptive Statistics of Occupational Burnout

Items		Agree degree					Mean	SD
		1	2	3	4	5		
I feel emotionally drained from my job.	F	23	23	24	31	25	3,09	1,39
	%	18,3	18,3	19,0	24,6	19,8		
I feel exhausted at the end of a work day.	F	22	17	25	29	33	3,26	1,43
	%	17,5	13,5	19,8	23,0	26,2		
I feel tired when I wake up in the morning and see a new day of work stretching out before me.	F	31	18	29	11	37	3,03	1,55
	%	24,6	14,3	23,0	8,7	29,4		
Working with people all day is stressful for me	F	29	13	21	25	38	3,23	1,54
	%	23,0	10,3	16,7	19,8	30,2		
I feel exhausted from my job	F	20	28	29	7	41	3,19	1,52
	%	15,9	22,2	23,0	5,6	32,5		
I feel uncomfortable with my job	F	36	29	13	20	28	2,80	1,54
	%	28,6	23,0	10,3	15,9	22,2		
I feel like I'm working hard	F	20	26	20	24	36	3,23	1,46
	%	15,9	20,6	15,9	19,0	28,6		
Being in direct contact with people at work is very stressful	F	25	18	25	18	40	3,23	1,52
	%	19,8	14,3	19,8	14,3	31,7		
I feel like I'm at my wit's end	F	40	19	28	9	30	2,76	1,55
	%	31,7	15,1	22,2	7,1	23,8		
Occupational Burnout						3,09	1,52	

With a mean (3.09) and standard deviation (1.52), Table 4 demonstrates that the participants' degree of agreement with all statements related to occupational burnout was favorable. More specifically: 44.4% of respondents, or 56% of the sample, said their jobs emotionally exhaust them. 36.6% of the respondents, or 46% of the sample, say that their work does not emotionally tire them. The item "I feel emotionally exhausted because of my job" has a mean score of 3.09, which puts it in the range of never and several times a year but far away from the everyday and several times a week scales. The mean's standard deviation is 1.39, indicating its smallness. Thirty-one out of forty-nine respondents do not feel fatigued at the conclusion of a workday, however 62 out of 49.2% of respondents said they do. The item "I feel exhausted at the end of a work day" has a mean score of 3.26, indicating that it is close to the never and several times a year scale and far from the everyday and several times a week scale. The mean's standard deviation is 1.43, indicating its smallness. When they wake up in the morning and realize they have a fresh workday ahead of them, 38.1% of the 48 respondents report feeling exhausted. When asked how exhausted they feel when they wake up in the morning and realize they have a fresh workday ahead of them, 38.9% to 49% of the participants gave this response. The item "I feel tired when I wake up in the morning and see a new working day stretching out in front of me" has a mean score of 3.03. This indicates that the item is in the range of once a week and every day, but it is far from the extremes of never and once a year. The mean's standard deviation is 1.55, indicating its smallness. Fifty percent of the respondents, or sixty-three, said that they get stressed out working with people all day. The item "Working with people all day is stressful for me" has a mean score of 3.23, which indicates that it falls between the extremes of never and a few times per year and every day and a few times per week. The mean's standard deviation is 1.54, indicating a low value. Of those surveyed, 38.3% say that 48% feel that their jobs have burned them out. In response to the question, 48 respondents, or 38.1%, said, "I feel exhausted from my job." The item "I feel exhausted by my job" has a mean score of 3.19, indicating that it is close to the never and several times a year scale but distant from the everyday and several times a week scale. The mean's standard deviation is 1.52, indicating a low value. 315 respondents, or 79.5% of the total, said they were uncomfortable with their jobs. Furthermore, 65 respondents, or 51.6%, indicated

that they felt comfortable doing their jobs. The item "I feel uncomfortable with my job" has a mean score of 2.80, indicating that it is near to the never and several times a year scale but distant from the everyday and several times a week scale. The mean's standard deviation is 1.54, indicating a low value. 60% of the 47.6% of respondents to the study said, "I feel like I work hard." 36.5%, or 46 out of the respondents, said, "I don't feel like I work hard." The item (I feel like I work hard) has a mean score of 3.23, which places it close to the never and several times a year scale but far from the everyday and several times a week scale. The mean's standard deviation is 1.46, indicating its smallness. 58 respondents, or 46.0%, stated that having direct interaction with coworkers at work is extremely stressful. The percentage of respondents who stated that having direct contact with people at work is not particularly stressful ranged from 34.11% to 43%. The item "Being in direct contact with people at work is very stressful" has a mean of 3.23, which indicates that it falls between the scales of "never" and "a few times a year" but is far from "a few times a day" and "a few times a week." The mean's standard deviation is 1.52, indicating a low value. 39 respondents, or 30.9% of the sample, said they felt like they had reached their breaking point. On the other hand, between 46.8% and 59% of individuals said they did not feel hopeless. The item "I feel like I'm at my wit's end" has a mean score of 2.76, which indicates that it is in the range of once a week and every day, but far from never and only a few times a year. The mean's standard deviation is 1.55, indicating its smallness.

Table 5
Descriptive Statistics of Personal Success

Items		Agree degree					Mean	SD
		1	2	3	4	5		
I can easily understand the behavior of my colleagues/supervisors.	F	14	6	16	22	68	3,98	1,36
	%	11,1	4,8	12,7	17,5	54,0		
I deal successfully with other people's problems.	F	7	12	17	11	79	4,13	1,27
	%	5,6	9,5	13,5	8,7	62,7		
I feel like I impact other people in a positive way through my work.	F	6	17	16	24	63	3,96	1,26
	%	4,8	13,5	12,7	19,0	50,0		
I feel full of energy.	F	17	7	23	50	29	3,53	1,28
	%	13,5	5,6	18,3	39,7	23,0		
I find it easy to create a comfortable atmosphere in my work environment.	F	14	5	26	39	42	3,71	1,27
	%	11,1	4,0	20,6	31,0	33,3		
I feel stimulated when working closely with my colleagues.	F	37	17	20	27	25	2,88	1,52
	%	29,4	13,5	15,9	21,4	19,8		
I have achieved many rewarding goals in my work.	F	19	24	37	18	28	3,09	1,35
	%	15,1	19,0	29,4	14,3	22,2		
I am very comfortable dealing with emotional issues in my work.	F	17	13	25	30	41	3,51	1,38
	%	13,5	10,3	19,8	23,8	32,5		
Personal Success						3,60	1,33	

Ninety of the 90.4% of those surveyed replied. With a mean of 3.60 and a standard deviation of 1.33, Table (5) demonstrates that the respondents' degree of agreement with all assertions about personal accomplishment is positive. More specifically, 71.5% of respondents, or 90% of them, said they could understand my colleagues' and superiors' actions with ease. With a mean score of 3.98, the item "I can easily understand the behavior of my colleagues/supervisors" is closer to the never and several times a year scale than it is to the everyday and several times a week scale. It is small—the mean's standard deviation is 1.36—which indicates that they can effectively handle other people's difficulties. The item (I successfully handle other people's problems) has a mean score of 3.98, which indicates that it is close to the never and several times a year scale but distant from the everyday and several times a week scale. The mean's tiny standard deviation, 1.27, indicates that it is. A total of 87 respondents, or 69.0%, expressed approval, saying, "I feel that my job influences other people in a positive way." The item "I feel that I influence other people in a positive way through my job" has a mean score of 4.22, which indicates that it falls

between the never and a few times a year and every day and a few times a week categories. The mean's standard deviation is 1.26, indicating its smallness. 79 out of the 62.7% who responded said they are motivated. The item "I feel full of energy" has a mean score of 3.53, which places it near to the never and several times a year scale but distant from the everyday and several times a week scale. The mean's standard deviation is 1.28, indicating a low value. 81 by 64.3% of those surveyed said it is simple to provide a welcoming environment at work. The item (I find it easy to establish a nice atmosphere in my work environment) has a mean score of 3.71, which indicates that it falls between the never and several times a year and every day and several times a week categories. The mean's tiny standard deviation, 1.27, indicates that it is. Working closely with coworkers stimulates 52% of responders, or 41.2%. The item (I feel stimulated when working closely with my colleagues) has a mean score of 2.88, which puts it in the range of frequently occurring in the week and every day, but not frequently occurring in the year or never. The mean's standard deviation is 1.52, indicating a low value. 46 poll respondents, or 36.5% of the total, said that their jobs had allowed them to accomplish a lot of fulfilling goals. The item "I achieve many rewarding goals at my job" has a mean score of 3.09, indicating that it is near to the never and several times a year scale but distant from the every day and several times a week scale. The mean's standard deviation is 1.35, indicating its smallness. 56.3% of the respondents, or 71 people, stated that they feel quite at ease with emotional issues at work. The item "I am very comfortable dealing with emotional issues at my job" has a mean score of 3.51, which indicates that it falls between the never and several times a year and every day and several times a week categories. The mean's standard deviation is 1.38, indicating a low value.

Table 6

Descriptive Statistics of Occupational Burnout

Items	Agree degree					Mean	SD
	1	2	3	4	5		
I get the feeling that I treat some clients/colleagues in an impersonal way, as if they were objects.	F 49 % 38,9	15 11,9	22 17,5	18 14,3	22 17,5	2,59	1,53
Since I started doing this job, I have become more insensitive to people.	F 56 % 44,4	7 5,6	25 19,8	16 12,7	22 17,5	2,53	1,56
I'm afraid my job is making it emotionally difficult for me.	F 48 % 38,1	15 11,9	24 19,0	24 19,0	15 11,9	2,54	1,45
I don't really care what's going on with most of my colleagues.	F 44 % 34,9	23 18,3	23 18,3	13 10,3	23 18,3	2,58	1,50
I have the feeling that my colleagues blame me for some of their problems.	F 56 % 44,4	12 9,5	25 19,8	15 11,9	18 14,3	2,42	1,49
Depersonalization						2,53	1,50

According to Table (6), the mean (2.53) and standard deviation (1.50) indicate that the respondents' degree of agreement with all assertions about depersonalization is positive. More specifically: Of the 40 respondents, 31.8% said they felt they treated some clients or colleagues like things, treating them impersonally. The item "I feel like I treat some clients/colleagues in an impersonal way, as if they were objects" has a mean score of 2.59, which puts it in the range of rarely and sporadically occurring, but not near to daily or weekly. The mean's standard deviation is 1.53, indicating a low value. Thirty-eight respondents, or 30.2% of the sample, said that since starting this employment, they have become less humane. The item's mean, "I have become more insensitive to people since I started doing this job," is 2.53. This indicates that the item is in the range of once a year and never, although it is closer to the every day and several times a week scale. The mean's standard deviation is 1.56, indicating its smallness. Of the 30.9% of respondents, 39 expressed fear that their jobs emotionally tax them. I'm concerned that because of my work, I find this item emotionally taxing. The item's mean is 2.54, which indicates that it is in the range of every day and several times per week, but it is far from the never and several times per year range. The mean's standard deviation is 1.45, indicating its smallness. Of the 28.6% of respondents, 36 said they didn't really give a damn about what was going on with the majority of their coworkers. The item "I don't really care what's going on with most of my colleagues" has a mean score of 2.58, which indicates that it is in the range of once a week and every day, but far from never and only a few times a year. The mean's standard deviation is 1.50, indicating its

smallness. The response, "I feel that my colleagues blame me for some of their problems," was highlighted by 26.2% to 33% of the participants. (I feel like I'm the reason behind some of my coworkers' issues.) The item's mean is 2.42, which indicates that it is far from the never and several times a year scale but near the every day and several times a week scale. The mean's standard deviation is 1.49, indicating its smallness.

Table 7

Statistics on Professional Burnout, Personal Achievement, and Depersonalization

		Professional Burnout	Personal Success	Depersonalization
Professional Burnout	Correlation		,117	
	Coefficient	1,000	,344	
	Sig. (2-tailed)	.	,194	,000
	N	126	126	126
Personal Success	Correlation		1,000	-,103
	Coefficient	,117	,	,253
	Sig. (2-tailed)	,194	,	,253
	N	126	126	126
Depersonalization	Correlation		-,103	1,000
	Coefficient	,344	-,103	
	Sig. (2-tailed)	,000	,253	.
	N	126	126	126

Table 7 illustrates the statistical significance of the link at the 0.01 level between Depersonalization, Personal Achievement, and Professional Burnout. Workplace Burnout, Individual Success, and Depersonalization, (.487). There is a significant and positive association between the three factors. This robust and affirmative link indicates that it has a significant impact on Managerial Burnout in the Van Accommodation Industry. Even though the results paint a somewhat tranquil image of burnout levels among Van's hospitality professionals, it is imperative to identify the people who are most at risk of experiencing burnout symptoms. Having such a perspective would enable managers in the hospitality industry to take proactive measures to reduce burnout's consequences on the company and its employees. People who are well educated, ideally with a degree in hospitality management, between the ages of 20 and 30, and who have less than five years of experience in the hospitality industry are generally the ones most prone to experience greater degrees of burnout. These individuals, who often make less than \$15,000 annually, are employed in the food and beverage, marketing, and sales departments of three- and four-star hotels. These results are in line with comparable American study that came to the conclusion that "young, female, relatively new to the job, and relatively new to the industry" are the characteristics of the typical burnout sufferer (Tabacchi et al., 1990). Compared to managers with degrees specifically connected to hospitality, individual hospitality managers with general business degrees typically report higher levels of depersonalization and burnout as well as a comparatively higher degree of personal accomplishment. We believe that this is a logical conclusion given that students with business-related academic backgrounds had little to no exposure to the sector while they were in school. These people frequently join the field unprepared and only subsequently realize the physical and mental strain it takes on them. A additional finding that needs more research is that nearly 40% of respondents had poor scores on the subscale measuring personal accomplishment, which raises a number of concerns. Remarkably many professionals in the hotel industry seem to have low opinion of them, particularly when it comes to how they interact with other customers, both internal and external. To make matters even more perplexing, a significant portion of senior executives—those with 41 to 50 years of experience and a history of low achievement—are veterans of the hotel industry. The emotional tiredness subscale was greater for accommodation managers who are now employed in the food and beverage, marketing, and sales departments, and the personal accomplishment subscale was lower for them. According to certain theories, jobs requiring a lot of interpersonal interaction are more likely to cause burnout (Krone et al., 1989). It was therefore not shocking to learn that managers who worked in the aforementioned fields had greater burnout rates. Examining the potential relationship between an individual's financial rewards and managerial position within the company and burnout was one of our main objectives. According to a number of hospitality experts, people

become less burned out when they rise to top management roles, which come with much larger compensation. The results of our research refute this claim because there are no statistically significant differences on any of the three burnout subscales that show differences in burnout across entry-level, middle-level, and senior management professionals as well as when there are significant differences in monetary rewards. Regarding the depersonalization dimension, our results show that male participants depersonalize more than female participants, but previous studies (Tabacchi et al., 1990) indicate that overall burnout is more common in females.

Conclusion and Recommendations

Employee burnout is significantly higher in companies where there is tight control, a lack of teamwork, and employee mistrust. (1993, Vallen). To eliminate or lessen the impacts of burnout, one of the primary goals of this study is to offer specific preventive measures to hospitality professionals. Recognizing that employee burnout poses a threat to organizational performance is crucial if we are to embrace the notion that people are revolutionizing the hospitality sector. It is recommended that host firms create their own proactive defenses that are tailored to their unique operating features and advantages. It is preferable to identify and address burnout symptoms before experiencing them personally and in an organizational setting. Managers in the hospitality industry need to be completely aware of the detrimental impacts that burnout has on the company as well as the individual worker. Excessive levels of burnout can be expensive for a company since they can result in unfavorable conduct from employees, subpar work and decreased productivity, illnesses linked to stress, absenteeism, and attrition. The warning signs and symptoms that could make someone more prone to burnout should be known to management. Unbelievably high absenteeism rates, low productivity, unprofessional conduct, emotional exhaustion, unfavorable interpersonal work environment, apparent lack of self-efficacy and sense of accomplishment, disarray and boredom, danger to personal relationships, and additional physical symptoms like intrusion symptoms? One may argue that proactive burnout is a costly, time-consuming, and labor-intensive procedure that is overshadowed by immediate operational concerns, and that proactive intervention and informal mechanisms to offer assistance and support to a specific employee are a better option. Conversely, the majority of burnout prevention programs are free of cost and demand nothing in the way of organizational resources. Preventive measures against burnout include creating a positive work environment that boosts motivation, implementing creative HR practices that focus on the needs of employees, providing support for young managers, striking a balance between internal and external benefits, making full use of all available resources, having clear evaluation and advertising procedures, offering flexible work schedules, creating a role description, and making investments in employee training and development. Using a burnout audit, hospitality managers can assess their workplace culture in order to lower or avoid turnover (Neuhauser et al., 2004). The research demonstrates that organizations either don't know the issue exists or think the person bearing the brunt of the issues has absorbed the issue. The initial stage of intervention is surveillance to increase awareness. It is the duty of management to create and maintain an environment in the workplace where there is little chance of burnout among all members of the management team. Applications such as internal recruitment, dependable career development plans, open channels for upstream and downstream communication, authorization, leadership, teamwork promotion, concern for employees' personal and professional well-being, developing and nurturing family ties, employee participation in decision-making processes, and open channels for communication should instill confidence in workers and foster a positive organizational environment. Using a burnout audit, hospitality managers can assess their workplace culture in order to lower or avoid turnover (Neuhauser et al., 2004). The research demonstrates that organizations either don't know the issue exists or think the person bearing the brunt of the issues has absorbed the issue. The initial stage of intervention is surveillance to increase awareness. It is the duty of management to create and maintain an environment in the workplace where there is little chance of burnout among all members of the management team. Applications such as internal recruitment, dependable career development plans, open channels for upstream and downstream communication, authorization, leadership, teamwork promotion, concern for employees' personal and professional well-being, developing and nurturing family ties, employee participation in decision-making processes, and open channels for communication should instill confidence in workers and foster a positive organizational environment. Our study's objectives are to shed light on the burnout experienced by property managers in Van's unstable housing market and ascertain whether the findings of earlier studies are applicable there. The following questions were particularly addressed in the research that supported the study: We looked at whether or not burnout happens in the hospitality sector, how

often it happens, and which manager types are most vulnerable to burnout. We looked at the steps that companies might take to lessen the impact of burnout. It seems that attrition is a significant issue with broad ramifications for the hospitality sector. The age group under thirty is the largest risk. These are reserved for people with advanced degrees, less than five years of life experience, and high expectations who are just starting out in their field. The use of strategic human resource management techniques that prioritize the well-being of individuals is likely to mitigate the impacts of burnout. The fact that an industry that places a strong emphasis on the "accommodation perspective" in its operations uses its employees—one of its most valuable assets—so little is a bit of a paradox.

In order to minimize the effects of burnout and enhance the overall well-being of employees, organizations can implement various strategic interventions. These interventions include the adoption of flexible work arrangements, offering remote work options, and flexibilizing intense workweeks. Simultaneously, continuous training and development programs encourage employees to update their skills and advance toward their career goals. Establishing open communication channels fosters a regular and transparent communication environment between managers and employees, providing opportunities for emotional support and information exchange. Ensuring a manageable workload through regular assessment processes and appropriate task distribution is crucial. Recognition and reward systems can serve as effective tools for appreciating employees' efforts and achievements, boosting motivation and job satisfaction, thereby reducing the impacts of burnout. Health programs play a vital role in improving employees' overall well-being by supporting both physical and mental health. Additionally, promoting social support and work-life balance encourages employees to strengthen their social connections and balance their personal lives with work. Conducting regular assessments to increase employee participation and motivation enables organizations to take corrective measures when necessary. These comprehensive intervention strategies, when implemented together, can contribute to organizations minimizing the effects of burnout and improving the overall well-being of their employees.

Irritability

This study has certain drawbacks. The small number of lodging establishments in the study area, the dearth of five- and four-star hotels, and the prevalence of unregistered lodging facilities were the study's weaknesses. Another drawback was that the lodging establishments' antiquated organizational structure and unregistered status discouraged people from completing the study. To gather data, a Google Forms online survey was created. Answer and analysis mistakes could happen in our study, just as in any survey study.

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